

# City of Fort Worth, Texas

## City Officials

**Betsy Price**  
Mayor

**Salvador Espino**  
District 2

**Jungus Jordan**  
District 6

**W.B. "Zim" Zimmerman**  
District 3

**Dennis  
Shingleton**  
District 7

**Danny Scarth**  
District 4

**Kelly Allen Gray**  
District 8

**Gyna Bivens**  
District 5

**Ann Zadeh**  
District 9

**David Cooke**  
City Manager

**Fernando Costa**  
Assistant City Manager  
  
Infrastructure Services

**Charles Daniels**  
Assistant City Manager  
  
Public Safety Services

**Susan Alanis**  
Assistant City Manager  
  
Community and Strategic  
Services

### Budget and Research Staff

**Aaron Bovos**  
Chief Financial Officer

**Katherine Beck**  
Assistant Director, Financial Management Services

**Alan Shuror**, Budget Manager  
**Kacey Bess**, Management Analyst II  
**Eliana Guevara**, Management Analyst I  
**Jesus Hernandez**, Technical Support

**Jeffrey Strawn**, Budget Manager  
**Suzie Wagner**, Management Analyst II  
**Loraine Coleman**, Management Analyst I  
**Kristin Navarro**, Management Analyst I

**Kristin Glass**, Budget Manager  
**Ann Marie Mendez**, Management Analyst II  
**Junior Duran**, Management Analyst II  
**Rodney Arnold**, Management Analyst I



**Betsy Price**  
Mayor of Fort Worth



**Salvador Espino**  
District 2



**Dennis Shingleton**  
District 7



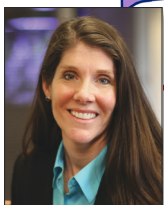
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**Gyna M. Bivens**  
District 5



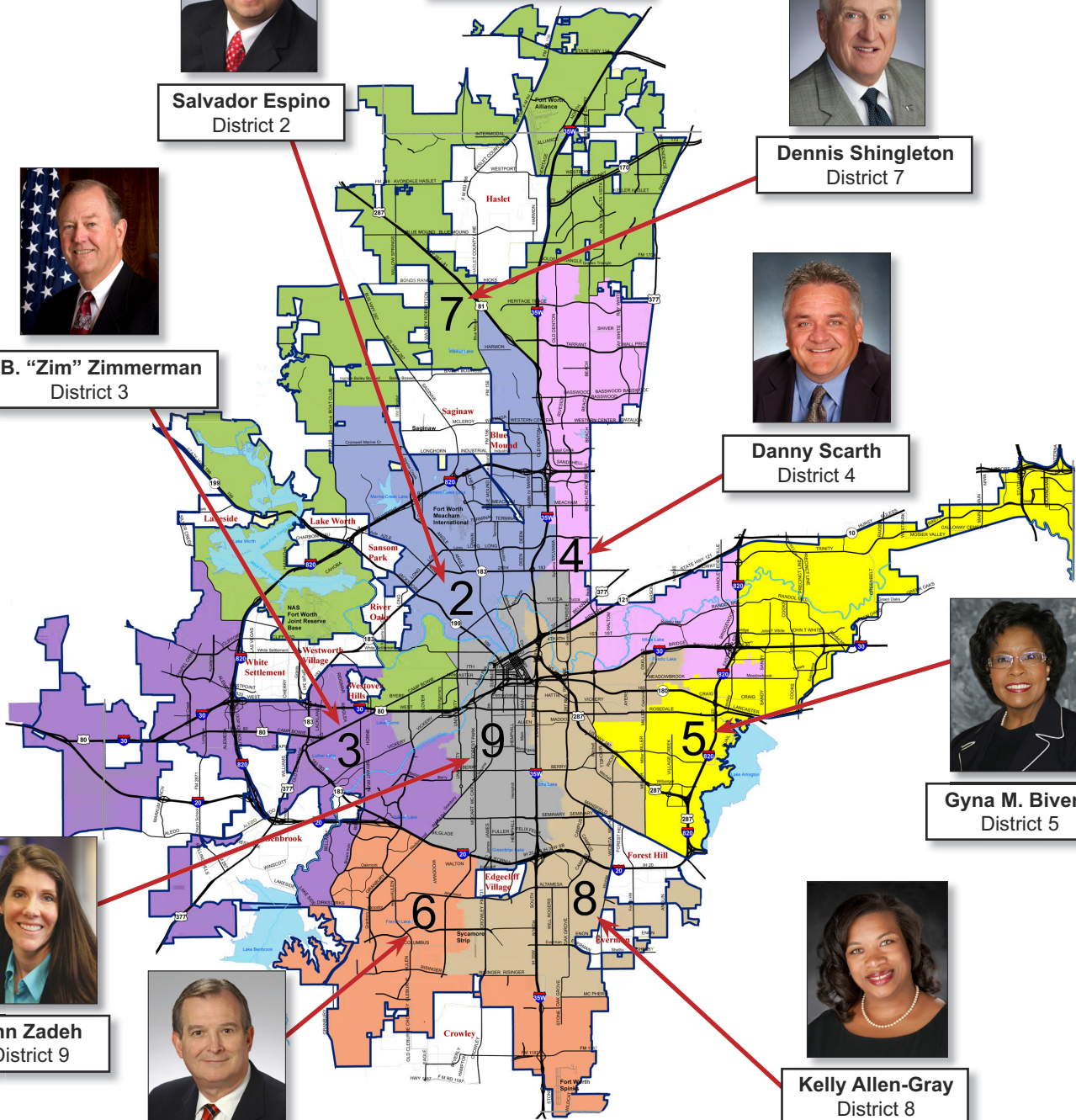
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District 8



2 - Salvador Espino

3 - W.B. "Zim" Zimmerman

4 - Danny Scarth

5 - Gyna M. Bivens

6 - Jungus Jordan

7 - Dennis Shingleton

8 - Kelly Allen-Gray

9 - Ann Zadeh

**CITY OF FORT WORTH**  
**Council Districts**  
**July 2014**

# List of Departments and Directors

**City Attorney's Office**

Sarah Fullenwider  
City Attorney, 817-392-7606

**Fire**

Rudy Jackson  
Fire Chief, 817-392-6801

**Parks & Community Services**

Richard Zavala  
Director, 817-392-5711

**City Auditor's Office**

Patrice Randle  
City Auditor, 817-392-6132

**Housing and Economic Dev.**

Jay Chapa  
Director, 817-392-5804

**Planning and Development**

Randle Harwood  
Director, 817-392-6101

**City Manager's Office**

David Cooke  
City Manager, 817-392-6192

**Human Resources**

Brian Dickerson  
Director, 817-392-7783

**Police**

Jeff Halstead  
Police Chief, 817-392-4200

**City Secretary's Office**

Mary J. Kayser  
City Secretary, 817-392-6161

**IT Solutions**

Steve Streiffert  
Acting Director, 817-392-2221

**Public Events**

Kirk Slaughter  
Director, 817-392-2501

**Code Compliance**

Brandon Bennett  
Director, 817-392-6322

**Library**

Gleniece Robinson  
Director, 817-392-7706

**Transportation/Public Works**

Douglas Wiersig  
Director, 817-392-7801

**Equipment Services**

Wayne Corum  
Director, 817-392-5118

**Aviation**

Bill Welstead  
Director, 817-392-5402

**Water & Wastewater**

Andy Cronberg  
Acting Director, 817-392-8246

**Financial Management Services**

Aaron Bovos  
Director, 817-392-8517

**Municipal Court**

Deidra Emerson  
Director, 817-392-6711

# City of Fort Worth 2014 Awards

## Code Compliance

- **2014 Communicators Award of Excellence:** This award is presented to those who are judged by their peers to be the best in their field. City of Fort Worth, Solid Waste Division was honored with this award for “*Recycle Right*” Integrated marketing campaign.
- **Hermes Award:** Code Compliance, Solid Waste Services Fund won the prestigious international Hermes Award for our recycling marketing campaign – Recycle Right, Recycle More.
- **Keep America Beautiful Presidents Circle Award:** Keep Fort Worth Beautiful received the Keep America Beautiful President’s Circle Award. The President’s Circle Award recognizes exemplary performance made by certified affiliates of the national nonprofit to reduce litter, minimize waste, and beautify and improve their local communities.
- **Keep Texas Beautiful Gold Star Affiliate Award:** For Keep Texas Beautiful affiliates to achieve this status they are required to share information on their mission and goals, answer questions about their public education programs, partnerships, and sustainability efforts, participate in the Keep Texas Beautiful or Governor’s Community Achievement Awards programs, and provide a letter of support from their community.
- **North Texas Recycling Award for Superior Recycling Special Event:** Fort Worth hosts an annual America Recycles Day (ARD) event. Code Compliance received this award for the Solid Waste Divisions 2013 ARD event for providing recycling services to 1000 households in four hours for paper shredding and recycling, tire, light bulb, battery, electronics and household item recycling. Our partners were Waste Management, Goodwill, Bridgestone Firestone and Lighting Resources Texas.

## Equipment Services

- **Blue Seal of Excellence Award:** The James Avenue Service Center has been awarded the Blue Seal of Excellence from the National Institute for Automotive Service Excellence (ASE). ASE, an automotive industry professional certification program, awards the Blue Seal of Excellence to businesses that showcase highly qualified repair facilities with a commitment to provide excellent services. Recipients must maintain a staff certification level of at least 75 percent. There is only one Blue Seal public or private service center in Fort Worth and it is within the Equipment Services Department.
- **Leading Fleet Award:** This is the inaugural year of this fleet award. The Leading Fleet Award recognizes the Top 50 fleets each year. The Equipment Services Department was identified as the #9 fleet operations in 2015.
- **Top 100 Fleets in North America Award:** Named one of the “Top 100 Fleets in North America” for the 10<sup>th</sup> year in a row, the Equipment Services Department ranked 27<sup>th</sup> out of over 38,000 government fleets in 2014. The program recognizes and rewards peak performing fleet operations in North America. Currently in its tenth year, 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry.

## Financial Management Services

- **Certificate of Achievement for Excellence in Financial Reporting:** For CAFR Ending September 30, 2013.
- **Distinguished Budget Presentation Award:** Received from the Government Finance Officers Association and presented to City of Fort Worth.
- **Texas Comptroller Leadership Circle Silver Award:** Received from the Texas Comptroller of Public Accounts.

## Fire

- **Fort Worth South Rotary Club:** Recognized Captain Don Westmoreland of Station 17 with their Vince Genovese Firefighter of the Year award for 2014.

## Housing and Economic Development

- **National Association of Local Housing Finance Agencies:** Single Family Excellence Award for Terrell Heights Neighborhood Redevelopment - April 2014.

## Information Technology Solutions

- **Public Technology Institute 2013-2014 Technology Solutions Awards:**
  - **Disaster Recovery IT Infrastructure Enhancement:**

In FY2014, The City of Fort Worth was awarded grant funding to enhance the capabilities of its alternate data center for business continuity and disaster recovery activities. Principle among these enhancements was the purchase and implementation of an SSL VPN system, a virtual desktop environment, a tape library, and SAN upgrades. These enhancements allowed for more complex and multi-tiered systems to be validated during a disaster recovery exercise conducted in August 2014 as well as provide the capability to connect remotely to recovered systems and virtual desktops in the event of a disaster.
  - **Public Safety Interoperability Radio Communications:**

The multi-year project, led by the City of Fort Worth IT Solutions Department, involved approximately 35 jurisdictions and about 14,000 first responders in Tarrant, Johnson and Dallas counties of Texas. There were two primary objectives: (1) the replacement of disparate aging public safety radio systems with current technologies, and (2) establishment of an interoperable communications plan enabling all participating agencies to easily communicate with one another during joint operations.
- **Significant Achievement Awards:**
  - **Courts Citation Request:**

The City of Fort Worth wanted to expand accessibility to citizens by offering them the ability to contest traffic and criminal citations online. A web application was developed allowing citizens to contest citations using a PC browser, mobile device or tablet that leverages the technology available in each platform. In the first five months over 3500 citizens contested citations, with 25 percent of them using mobile devices or tablets to contest their citations.

➤ **Network and Mobility:**

Information Technology Solutions' (ITS) Network team implemented a mobile virtual private network (VPN), in which City employees can access the City's internal applications utilizing smart devices. This solution supports multiple devices (phones, tablets) and platforms (Android, Apple, Windows). The new mobile VPN solution also maintains session persistence allowing the employee to continue working when transitioning between networks. Since City employees are able to access information in the field, we are able to provide immediate response to citizen's needs. Travel by field and on-call employees is reduced which increases productivity, saves on vehicle operating costs and allows employee's more interaction with the citizens.

▪ **Honorable Mention Awards:**

➤ **City Services Mapping Application:**

The City Manager's Office (CMO) at the City of Fort Worth wanted a mapping site that allows employees and residents the ability to type in an address and verifies address related information such as City Council Representative, ISD and Waste Collection Days. The main focus of the site was to modernize an outdated tool that was not user friendly or comprehensive, and was built on deprecated technology. IT Solutions GIS staff set out to re-develop the customer service tool website to allow advanced viewing, searching, and printing of geographic maps and data. This project improved data accessibility, with an easier user interface and supported the city's goals of mobile accessibility and public transparency of information.

➤ **Downloadable GIS Data:**

The Geographic Information Systems (GIS) group in the IT Solutions Department at the City of Fort Worth wanted to improve GIS data accessibility by creating a mapping site that allows anyone to download GIS basemap layers. The ease of access to GIS data ensures the transparency of government and public process, and fosters relationship building between the city and those who live and work here. The IT Solutions GIS staff developed a completely new mapping site, which has the ability to download multiple GIS data layers at the same time, and customize the geographical area that the data covers through a user-friendly interface.

➤ **Equipment Services Department Parts Ordering Application (Managing Vendor Performance):**

In response to the Equipment Services Department need to manage the entire parts ordering process, as well as evaluate vendor (NAPA) performance, a web based system was designed in a collaborative effort between IT and ESD. The system allows part orders to be tracked from order entry to order fulfillment and provides a multitude of metrics to evaluate vendor performance to ensure contract compliance. During the first 6 months of implementation, ESD estimated soft savings of approximately \$200k in labor cost, as well as \$40k in contractual savings due to invoice reductions based vendor performance criteria.

➤ **Responsive Mobile Template:**

Mobile device access to City resources and services are rapidly growing in demand with the proliferation of smartphones and tablets. With a limited staff supporting an ever increasing number of applications for the City we looked for an effective way to provide applications which were mobile friendly. The existing application template was updated to render applications utilizing responsive web design techniques so that a single application would render appropriately whether viewed on a phone, tablet or computer regardless of browser.

## Library

- **Texas Library Association Branding Iron Award:** The Library's Worth Reading logo was recognized as the best new library logo for 2014.

## Parks and Community Services

- **2014 Leicester B. Holland Prize – National Park Service Historic American Buildings Survey:** Presented to local architect Paul Dennehy, AIA for his single-sheet drawing of the Civilian Conservation Corps' Broadview Shelter at the Fort Worth Nature Center & Refuge, honored as the best single-sheet measured drawing of an historic site, structure, or landscape submitted for the competition for inclusion in the permanent Historic American Buildings Survey (HABS), Historic American Engineering Record (HAER), and Historic American Landscapes Survey (HALS) collection at the Library of Congress. Award is given to increase awareness, knowledge and appreciation of historic sites, structures and landscapes throughout the United States.
- **2014 Steel Bridge Competition Prize Bridge Award Special Purpose Category Phyllis J. Tilley Memorial Pedestrian Bridge, Fort Worth, Texas** in recognition of outstanding design in structural steel presented to the City of Fort Worth, Owner by the National Steel Bridge Alliance.
- **Behler Turtle Conservation Award:** Presented to Fort Worth Zoo Conservation Biologist, Rick Hudson, given in honor of his outstanding 33-year career in turtle conservation.
- **Family Fun Magazine's Family Fun Travel Awards:** Ranked the Fort Worth Zoo as a Top 10 Zoo/Aquarium as kid-friendly travel destination.
- **Fort Worth Child Magazine's - Best Place for Open Space and Fresh Air:** Awarded to the Fort Worth Botanic Garden.
- **Fort Worth City Magazine's - Best Place to Spend a Lazy Sunday:** Awarded to the Fort Worth Botanic Garden.
- **Fort Worth Independent School District's Golden Achievement Award:** For Community and Strategic Partnerships to the Fort Worth Botanic Garden for the Backyard Vegetable Garden and Trial Garden.
- **Fort Worth Star-Telegram's - Best Wedding Spot Award:** Presented to the Fort Worth Botanic Garden.
- **Minority Leaders and Citizens Council - Men's Month Award:** Presented to Jerry McDowell, District Superintendent for a deserving man who has been instrumental throughout the years for the betterment of the community.
- **National Recreation and Park Association for an Out-of-School-Time Program Award:** \$30,000 was presented to Community Action Partners, City of Fort Worth Parks and Community Services Department to expand healthy meals and provide age appropriate nutrition education.
- **Red Tricycle, Inc. Award:** For the Most Awesome Family Hiking Trails in the Dallas-Fort Worth area awarded to the Fort Worth Nature Center & Refuge.
- **Texas Rangers Baseball Foundation's Reviving Baseball in Inner Cities (RBI) Program Award:** \$40,000 was presented to the Sports Advisory Council of Fort Worth for RBI Program sponsored by the City of Fort Worth.

- **Texas Recreation and Park Society Advocate of the Year:** Presented to the Fort Worth Mountain Biker's Association for significant contributions of time, funds and equipment to their community.
- **The Center for Interactive Learning and Collaboration's Pinnacle Award:** For Distance Learning (videoconferencing) Programming to the Fort Worth Nature Center and Refuge Education Staff.
- **The First Tee Outreach Award:** Presented to First Tee Chapter of Fort Worth for outreach initiatives, the only one in the network to receive such honor.
- **The First Tee recognized the First Tee of Fort Worth as an Eagle Chapter:** Placing the First Tee of Fort Worth in the top 10% of chapters in a network of 180 for overall performance for 2013.
- **The First Tee Social Media Award:** Presented to the First Tee Chapter of Fort Worth for being one of the top 5 chapters in the network recognized for their use of social media.
- **Tree City USA:** Awarded for the 35th consecutive year by the Arbor Day Foundation in cooperation with the United States Department of Agriculture (USDA) Forest Service and National Association of State Foresters for maintaining a viable tree management plan and program. Fort Worth is the oldest Tree City USA community in the state.
- **Tree City USA Growth Award:** The City of Fort Worth was the recipient for the 14th consecutive year by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters. The award highlights innovative programs and projects and represents an increased commitment of resources for urban forestry. Fort Worth was one of only eight communities within the state to be presented with a Growth Award and represents the largest municipality within Texas to do so for the year.
- **Trip Advisor 2014 Certificate of Excellence Award:** Awarded to Log Cabin Village.
- **Trip Advisor 2014 Travelers' Choice Award:** Awarded to the Fort Worth Zoo ranked 10th in the nation.

## Police

- **Outstanding Crime Prevention Agency - Large Agency:** The Texas Chisholm Trail Crime Prevention Association annually recognizes top crime prevention specialists and activities in a number of categories throughout the state. Awards are presented to agencies that have made the most substantial contribution(s) to the field of crime prevention.
- **Star of Texas Award:** Presented by the Texas Legislature to Officer John Bell.
- **State of Texas Law Enforcement Achievement Award for Public Service:** Presented by the Texas Commission on Law Enforcement to Sergeant Casey D. Mills.
- **State of Texas Law Enforcement Achievement Award for Valor:** Presented by the Texas Commission on Law Enforcement to Officers Thomas A. Bamrick and Marty R. Stone.



## Transportation and Public Works, Storm Water Management

- **ESRI Special Achievement Award:** ESRI is the industry leader in Geographic Information Systems (GIS). In June 2014, Fort Worth's TPW Stormwater Management Division and IT Solutions Department were recognized by ESRI for a feasibility project integrating real-time Automatic Vehicle Location (AVL) data generated by Network Fleet in Accela's Asset Management System so that the City's field crews could easily identify which crews were the closest and improve overall response time. The project demonstrated the ability to integrate real-time GIS information in 3rd party software. Less than 1% of GIS user organizations are awarded this honor annually.
- **Federal Public Service Excellence Award:** Nomination for Interagency Collaboration. TPW staff participated as part of the Government Services Administration-led Fort Worth Taylor Made Green Team that worked on the CFW/GSA Earth Day Celebration. The award was presented in the Spring of 2014.
- **(Fall 2013) North Central Texas Council of Government's (NCTCOG) Air North Texas "Partner of the Year" Award:** For exemplary efforts in promoting clean air awareness in our region. The City of Fort Worth's TPW Environmental Management Division implemented a comprehensive outreach and communications plan that included events, videos, social media and media engagement. Outreach included combining funding with Air North Texas and Clean Air Texas to purchase custom-made air quality beach ball promotional items. Beach balls were distributed by Fort Worth to the Trinity River Vision Authority for the tubing the Trinity summer concert series, to the city's two pools for grand openings, and to 19 community centers for summer programming; a two-minute segment on air quality and Air North Texas was featured in The Fort Report, the city's cable news show; a review of the 2012 ozone season was published in the Fort Worth Star Telegram and the Fort Worth Weekly; Air North Texas information was distributed at a number of outreach events and air quality information was posted on social media pages.
- **North Texas Commission's Working for Clean Air "Best Public Sector Employer over 1,000 Employees" Award:** In its ninth year, the awards program recognizes organizations in the region that demonstrate outstanding efforts to improve local air quality. More than 25 organizations representing over 75,000 employees in the North Texas region applied for awards in 2013. The city was honored for its support of bicycling, including its support of the Bike Share program, as well as continued employee commuter benefit incentives, outreach and education, support of locally-enforced heavy-vehicle idling restrictions, energy conservation in city facilities, and work to convert its fleet to alternative fuel vehicles. This award was presented to TPW Environmental Management Division in the Fall of 2013.
- **Public Technology Institute Award – Going Green:** Fort Worth's Mobile Solution Saves Paper and Money: In June 2013, the TPW Stormwater Management Division's Inlet cleaning crews started tracking their work in the field using Accela Mobile Office (AMO). By entering the data in the field, the City realized benefits that include improved data accuracy, a reduction in the amount of paper by at least 3,400 pages annually and roughly \$9,600 in financial savings in labor for data entry each year.
- **Texas Parking & Transportation Association (TPTA) 1st Annual Award for Parking Structure - Restoration:** Awarded to TPW Municipal Parking Division for Commerce Street Garage improvements. Improvements include: Installation of automated entryway and exit parking equipment, reversing the flow of traffic in the garage as well as changing the entryway and exit portals to facilitate improved traffic flow within and around the garage, renovation and improvement of all parking related infrastructure in the garage, renovation of lighting system on the ground floor, improving the garage's parking facilities to meet (TAS) Texas Accessibility Standards and requirements of the (ADA) America Disability Act.

- **Texas Public Works Association (TPWA) Public Works Project of the Year Award – Transportation Category Projects Less Than \$2M:** Awarded to the City for the Butler-McClure Water, Sewer, Drainage and Paving Improvements project which mitigated road overtopping using multiple box culverts, relief channel and additional storm drain. The TPW Stormwater Management project also included relocation/replacement of water and sewer facilities and reconstruction of roadway with new concrete pavement and curb and gutter.
- **United States Environmental Protection Agency, Region 6:** In July 2014, Fort Worth TPW Stormwater Management was recognized for supporting the protection of water resources from the harmful effects of storm water pollution.

## Water and Sewer

- **First place in the Texas Section-American Water Works Association's Top Ops Competition:** The challenging Top Ops contest tests the everyday know-how of water treatment operators in a "college bowl" format.
- **First-runner up for Best Tasting Drinking Water in Texas:** Fort Worth's drinking water was selected in the Texas Section-American Water Works Association's annual competition.
- **Landmark Award:** Given by the American Water Works Association, the award recognizes American, Canadian or Mexican water landmarks that are at least 50 years old that have had a direct and significant relationship with water supply, treatment, distribution or technological development. The North Holly Water Treatment Plant, Fort Worth's first water treatment plant, received this designation.
- **Platinum 24 Peak Performance Award:** Given by the National Association of Clean Water Agencies, the award recognizes member agency facilities for outstanding compliance with their National Pollutant Discharge Elimination System (NPDES) permit limits. Platinum Awards recognize 100 percent compliance with NPDES permits over at least a consecutive five year period. The Village Creek Water Reclamation Facility has 24 consecutive years of 100 percent compliance with its permit.
- **Service to the Water Industry Award:** The American Water Works Association presented the award to the City of Fort Worth for 50 years of service. The award recognizes individuals, groups or organizations who may be members or nonmembers of AWWA and have made significant contributions to the water supply profession.
- **Watermark Award for Communications Excellence:** Presented jointly by the Texas Section-American Water Works Association and the Water Environment Association of Texas, the award recognizes members who have produced top quality communications. The Water Department received Watermark Awards for its Annual Water Quality Report and for the displays it created for the public meeting on the privatization exploration process.

# CITIZENS OF FORT WORTH

## MAYOR AND COUNCIL



### CITY ATTORNEY



\$6,367,787 51.00 A.P.

### CITY MANAGER



### CITY SECRETARY



\$1,093,268 11.00 A.P.

### CITY AUDITOR



\$1,628,112 15.00 A.P.

### Community and Strategic Services

#### CULTURE & TOURISM



\$37,853,411

133.00 A.P.

#### FINANCIAL MANAGEMENT SERVICES General Fund



\$9,935,655

90.70 A.P.

#### RISK MANAGEMENT

\$6,804,753

7.30 A.P.

#### DEBT SERVICE FUND

\$82,535,555

0.00 A.P.

#### CAPITAL PROJECTS Capital Projects Service Fund

\$676,408

6.00 A.P.

#### INFORMATION SYSTEMS



\$26,532,002

139.00 A.P.

#### HUMAN RESOURCES General Fund



\$3,460,499

32.70 A.P.

#### GROUP HEALTH FUND

\$104,471,435

9.57 A.P.

#### UNEMPLOYMENT

\$471,893

0.15 A.P.

#### WORKER'S COMPENSATION

\$13,130,895

7.58 A.P.

#### NON-DEPARTMENTAL

\$72,665,025

0.00 A.P.

#### PARKS AND COMMUNITY SERVICES



\$44,358,087

343.10 A.P.

#### MUNICIPAL GOLF



\$5,020,445

38.00 A.P.

### Infrastructure and Economic Development Services

#### AVIATION



\$5,047,184

24.00 A.P.

#### HOUSING & ECONOMIC DEVELOPMENT



\$5,761,743

27.70 A.P.

#### PLANNING AND DEVELOPMENT General Fund



\$11,553,018

135.00 A.P.

#### PROGRAM MANAGEMENT OFFICE Capital Projects Service Fund

\$960,526

7.00 A.P.

#### WATER AND SEWER



\$402,228,439

937.00 A.P.

#### LAKE WORTH TRUST

\$181,000

0.00 A.P.

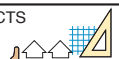
#### TRANSPORTATION & PUBLIC WORKS General Fund



\$46,257,444

261.70 A.P.

#### CAPITAL PROJECTS SERVICE FUND



\$11,834,811

124.00 A.P.

#### ENVIRONMENTAL PROTECTION FUND

\$4,771,090

24.30 A.P.

#### MUNICIPAL PARKING

\$7,069,009

12.00 A.P.

#### RED LIGHT ENFORCEMENT

\$10,711,806

43.00 A.P.

#### STORM WATER UTILITY

\$36,011,581

113.00 A.P.

### Public Safety Services

#### CITY MANAGER'S OFFICE ADMINISTRATION General Fund



\$7,898,325

47.25 A.P.

#### OFFICE SERVICES

\$1,421,281

6.00 A.P.

#### CODE COMPLIANCE General Fund



\$18,902,483

218.00 A.P.

#### SOLID WASTE

\$56,032,365

92.00 A.P.

#### EQUIPMENT SERVICES



\$27,239,591

106.00 A.P.

#### FIRE



\$118,688,490

931.00 A.P.

#### LIBRARY



\$19,186,939

214.50 A.P.

#### MUNICIPAL COURTS General Fund



\$17,388,055

184.00 A.P.

#### TECHNOLOGY FUND

\$296,000

00.00 A.P.

#### BUILDING SECURITY FUND

\$248,000

00.00 A.P.

#### JUVENILE CASE MANAGEMENT FUND

\$194,713

00.00 A.P.

#### POLICE General Fund



\$204,606,000

1,791.00 A.P.

#### TREASURY ASSET FORFEITURE FUND

\$50,000

00.00 A.P.

#### JUSTICE ASSET FORFEITURE FUND

\$30,000

00.00 A.P.

#### STATE ASSET FORFEITURE FUND

\$300,000

00.00 A.P.

#### CRIME CONTROL & PREVENTION DISTRICT

\$64,757,833

225.00 A.P.

- ELECTED OFFICIAL
- APPOINTED BY CITY COUNCIL
- GOVERNMENTAL FUNCTIONS
- DEPARTMENTS/FUNDS

# TOTAL CITY OPERATING FUND STRUCTURE

## GOVERNMENTAL FUNDS

### GENERAL FUND

#### OPERATING DEPARTMENTS

- City Attorney's Office
- City Auditor's Office
- City Manager's Office
- City Secretary's Office
- Code Compliance
- Financial Management Services
- Fire
- Housing and Economic Development
- Human Resources
- Library
- Municipal Court
- Non-Departmental
- Parks & Community Services
- Planning & Development
- Police
- Transportation & Public Works

### SPECIAL REVENUE FUNDS

#### OPERATING FUNDS

- Asset Forfeiture Funds
  - \* Justice Asset Forfeiture
  - \* State Asset Forfeiture
  - \* Treasury Asset Forfeiture
- Crime Control and Prevention District
- Culture and Tourism
- Environmental Protection
- Red Light Enforcement
- Special Trust Fund
  - \* Municipal Court Building Security
  - \* Municipal Court Technology
  - \* Juvenile Case Management

### CAPITAL PROJECTS FUNDS

- 2014 G. O. Bond Funds

### DEBT SERVICE

## PROPRIETARY FUNDS

### ENTERPRISE FUNDS

#### OPERATING FUNDS

- Municipal Airports
- Municipal Golf
- Municipal Parking
- Solid Waste
- Stormwater Utility
- Water and Sewer

### INTERNAL SERVICE FUND

#### OPERATING FUNDS

- Capital Projects Service
- Equipment Services
- Information Systems
- Office Services
- Insurance
  - \* Group Health
  - \* Risk Management
  - \* Unemployment Compensation
  - \* Worker's Compensation

## FIDUCIARY FUNDS

- Lake Worth Trust Fund

## CITY PROFILE

**LOCATION AND HISTORY:** Fort Worth, seat of Tarrant County, Texas, is located in Tarrant and Denton Counties in North Central Texas at 97° 55' west longitude and 32° 36' north latitude. Situated on the Trinity River, Fort Worth is approximately 75 miles south of the Oklahoma state line and 270 miles northwest of the Gulf of Mexico. The city is a cultural gateway into the American West and covers nearly 300 square miles.

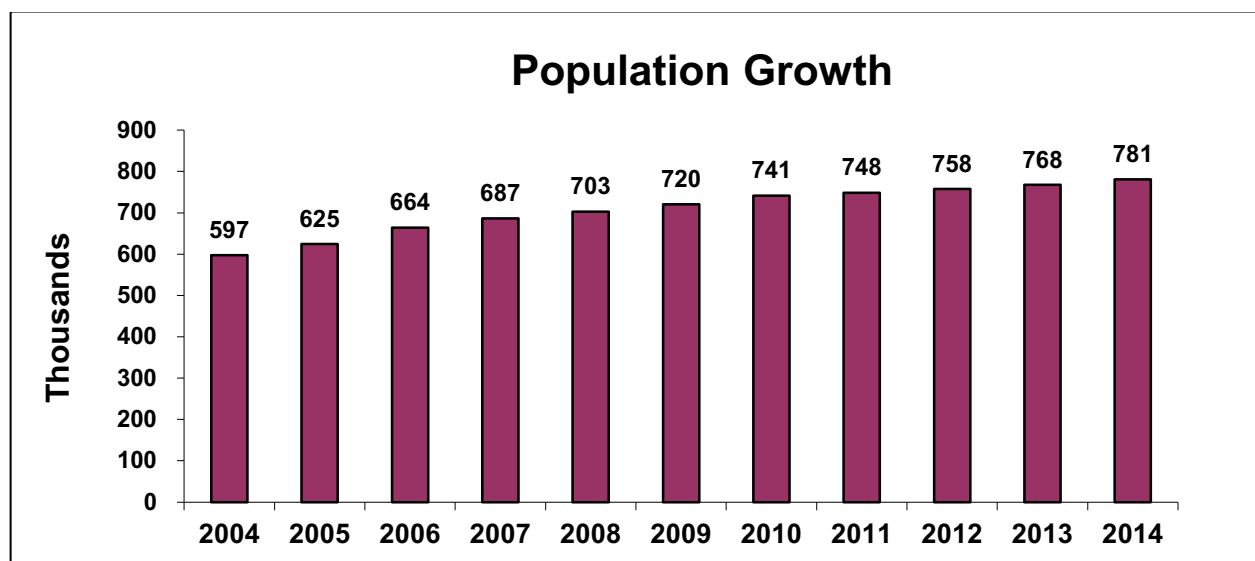
Fort Worth was established as a frontier army post in 1849 by Major Ripley Arnold and named after General William Jenkins Worth, who distinguished himself in the War with Mexico. The outpost became a stopping place on the famous Old Chisholm Trail and a shipping point for the great herds of Longhorn cattle being driven to northern markets. Progressive City leadership brought the first of nine railroads to Fort Worth in 1876 and with the subsequent West Texas oil boom, guided the City into a metropolitan county of more than 1.8 million people. Fort Worth's economy has always been associated with cattle, oil, finance and manufacturing. Since World War II, Fort Worth has also become an aerospace, education, high-tech, transportation and industry service center.

For the third time in nearly half a century, Fort Worth was named one of the National Civic League's *All American Cities* in 2011. Fort Worth also won the award in 1964 and 1993.

**GOVERNMENT:** Fort Worth operates under the Council-Manager form of municipal government. A mayor chosen at-large by popular vote and an eight-member, single-district council are elected to two-year terms. In turn, the Mayor and City Council appoint the City Manager who is the chief administrative and executive officer. The City Council is also responsible for the appointment of the City Attorney, municipal judges, City Secretary, and the City Auditor.

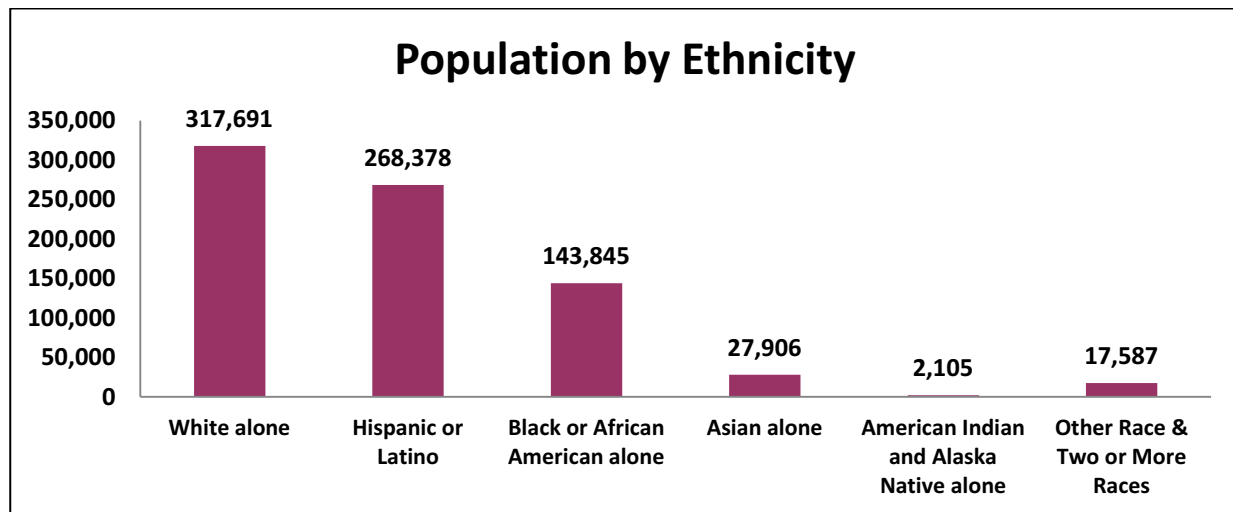
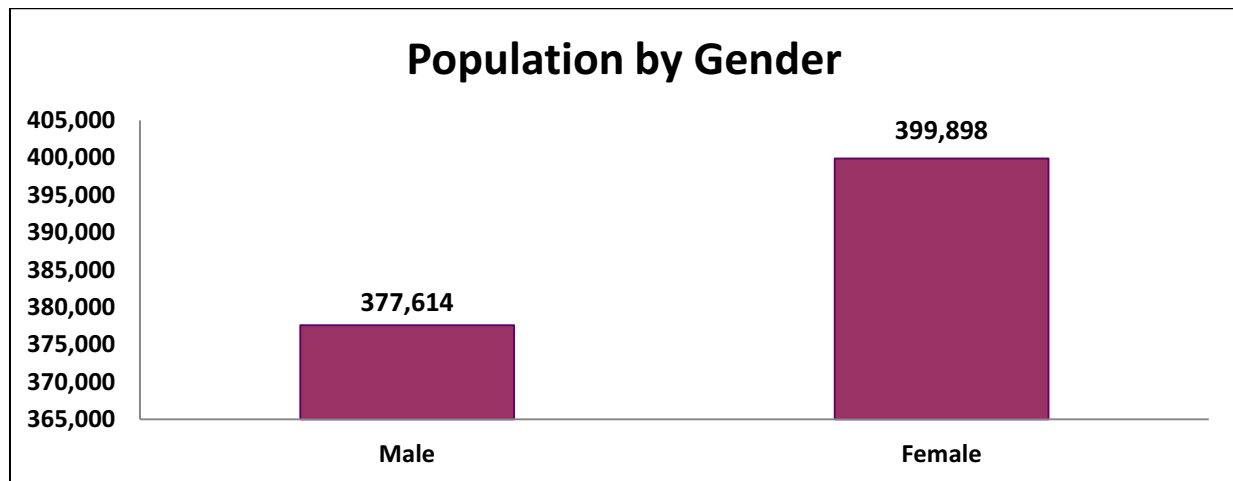
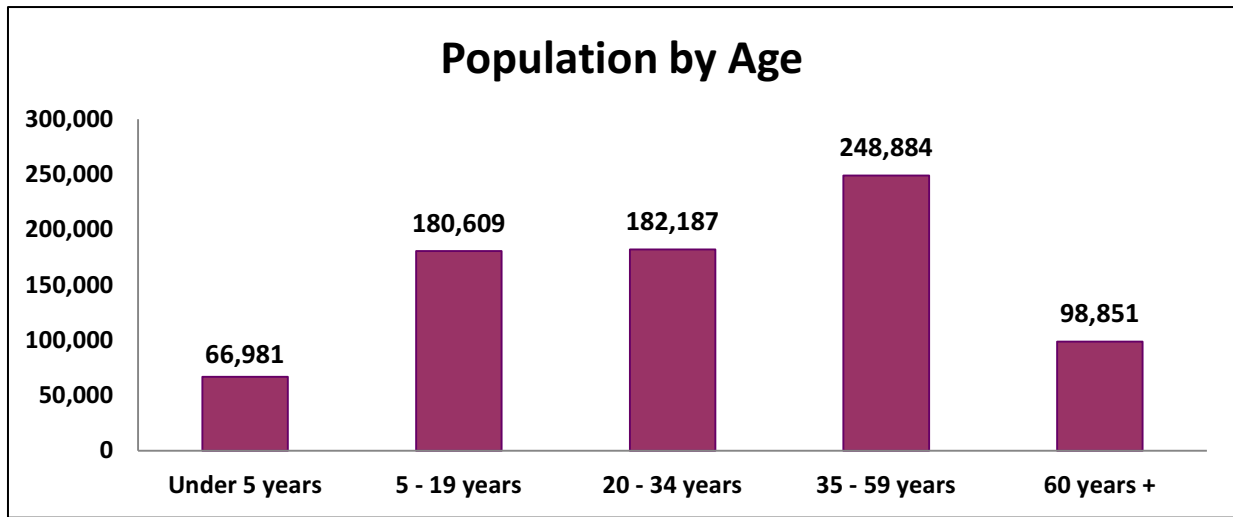
**AREA AND POPULATION:** According to the U.S. Census Bureau, Fort Worth was the fastest growing large city with more than 500,000 in population growth between 2000 and 2010. The 2010 Census count for Fort Worth is 741,206. From 2000 to 2010, Fort Worth's total population increased by 206,512 persons. This represents an average annual increase of approximately 20,650 persons and a growth rate of 3.9% per year. Since the 2010 Census, the population has increased at a slower rate than it did during the 2000s. According to the North Central Texas Council of Governments, the January 1, 2012 population estimate for Fort Worth is 757,810, an increase of 16,604 persons since the April 1, 2010 Census. This represents an average annual growth rate of 1.3%. This growth rate is similar to the growth Fort Worth experienced in the 1990s when total population increased from 447,619 in 1990 to 534,694 in 2000, an annual average growth rate of approximately 2%. If growth continues at this rate, the City's population is expected to exceed one million people by 2030.

The chart below shows Fort Worth's population growth over the last decade.



## A-14

According to the 2013 American Community Survey estimates, Fort Worth's population by age, gender and ethnicity is distributed as follows:



Source: U.S. Census Bureau, 2013 American Community Survey, 3-Year Estimates

**TRANSPORTATION:** The Dallas/Fort Worth International Airport (the "Airport" or "DFW") is the fourth busiest airport in the world in terms of logistical operations and ranks 8th in the world based on passengers. The Airport is the principal air carrier facility serving the Dallas/Fort Worth metropolitan area. First opened on January 13, 1974, the Airport is located halfway between the cities of Dallas and Fort Worth, Texas. DFW International offers 1,800 flights per day and serves 60 million passengers per year. DFW provides non-stop service to 148 domestic and 59 international destinations worldwide. For seven consecutive years, DFW has ranked in the top ten for customer service among large airports worldwide in surveys conducted by Airports Council International.

In addition, the City owns three general aviation airports, each with all-weather capability. Meacham International Airport is equipped with parallel runways, the longest of which is a 7,500 ft. runway. Fort Worth Spinks Airport, a general aviation airport located along I-35 in the south portion of the City is equipped with a 6,000 ft. runway. Alliance Airport is located on I-35 to the north, serves the needs of industrial, business and general aviation users, and is equipped with a 9,600 ft. runway. These three airports combined handled over 257,944 operations in fiscal year 2014.

Three interstate highways (Interstate 20, Interstate 30 and Interstate 35), combined with five federal and four state highways provide all-weather routes within the Fort Worth area and the rest of the nation. Interstate 820, which encircles the City, allows quick access to all parts of the Fort Worth area. The Texas Highway Commission has completed a master highway construction plan for Tarrant County to provide for transportation needs through the foreseeable future. The relocation project was completed in 2001 and will promote redevelopment of Lancaster Avenue, the south end of the Central Business District and the Hospital District southwest of downtown.

Fort Worth is served by six major railroad systems, one of which, BNSF (Burlington Northern/Santa Fe Railroad), has its corporate headquarters in Fort Worth. Rail passenger service is provided through Fort Worth, including AMTRAK service on the Texas Eagle to Chicago, St. Louis, Little Rock, Dallas, San Antonio and Los Angeles and on the Heartland Flyer to Oklahoma City. Fort Worth's position as a major southwest distribution center is supported by the presence of 75 regular route motor carriers with over 750 schedules. Local transit service is provided by The T, operated by the Fort Worth Transportation Authority. Greyhound Lines, Inc. furnishes Fort Worth with transcontinental bus passenger service.

**EDUCATION:** The Fort Worth Independent School District serves a major portion of Fort Worth. The 140 schools in the District operate on the 5-3-4 plan in which the elementary schools (83) teach grades 1-5; middle schools and sixth-grade centers (28), grades 6-8; and senior high schools (14), grades 9-12. The District also has 17 special campuses. The Fort Worth School District employs 5,217 classroom teachers (full-time equivalents) to instruct over 84,000 students. Special education programs are provided for the blind, handicapped, mentally disabled, brain-injured, emotionally disturbed and those who require speech and hearing therapy in 10 special schools. Vocational training is provided at the secondary level for the educable mentally disabled. Bilingual programs are also offered at the primary and secondary level. While Fort Worth is served primarily by Fort Worth Independent School District, it is also serviced by eight other districts.

Tarrant County has 21 college and university campuses with an enrollment of more than 100,000 students in both undergraduate and graduate programs. Included in these colleges and universities are: Southwestern Baptist Theological Seminary; Tarleton State University-Fort Worth Campus; Tarrant County College, Trinity River, South, Northeast, Southeast, and Northwest Campuses; Texas Christian University; Texas Wesleyan University; Texas A&M University School of Law; the University of Texas at Arlington; and the University of North Texas Health Science Center.

**HEALTH SERVICES:** Medical facilities in Tarrant County offer excellent and convenient care. There are approximately 39 hospitals with nearly 5,000 beds and more than 348 bassinets available; one children's hospital licensed for 457 beds; four public hospitals; 71 nursing homes; the Tarrant County Public Health Center; Cancer Clinic; Carter BloodCare and the University of North Texas Health Science Center.

**MILITARY:** Carswell Air Force Base closed as an active air force facility in September of 1993. In October of 1994, the base was reopened and transformed into Naval Air Station (NAS) Fort Worth, Joint Reserve Base, Carswell Field, a navy reserve base. Now that all of the units have been transferred here from NAS

Dallas, Glenview NAS, Detroit, and Memphis, there are nearly 10,000 personnel utilizing the facilities. Approximately \$130 million of construction, remodeling and renovation was invested over the transition period. The PX Mart continues to operate the Base Exchange store and the grocery store for the benefit of active duty military and retired military in the Metroplex. The golf course is now under lease to the Carswell Redevelopment Authority and is operated as a public use facility. The Justice Department has established a Federal Medical Center in the area around the old base hospital. The facility is for female Federal inmates and employs approximately 300 personnel.

**THE ECONOMY:** According to the 2013 population estimates from the U.S. Census Bureau, Fort Worth grew 6.9% to 792,727 residents since 2010. Fort Worth is consistently ranked among the top places in the nation to live, work, and play. With a growing workforce, top educational facilities, low cost of doing business, high quality of life, and prime location and climate, the city is an attractive choice for companies looking to expand their operations. ( EG - Is this the most current data available?)

Major employers in Fort Worth include AMR/American Airlines (1), Lockheed Martin, JPS Health Network, Cook Children's Healthcare System, Tarrant County, NAS Fort Worth Joint Reserve Base, Fort Worth Independent School District, Texas Health Harris Methodist Fort Worth Hospital, Alcon Laboratories, City of Fort Worth, Bell Helicopter, and Genco ATC. Manufacturing and distribution remains an important part of the Fort Worth economy. The list of companies in distribution and manufacturing operations include Acme Brick, Alcon Labs, Allied Electronics, ATC Logistics & Electronics, Haggar Clothing, Federal Express, J.C. Penney's, Mother Parker's Tea and Coffee, Coca-Cola Enterprises, Ben E. Keith Co., Miller Coors LLC, Williamson-Dickie, Pratt Industries USA, Inc., NGC Renewables, LLC, Carolina Beverage Group, LLC, GE Manufacturing Solutions, and The Dannon Company.

A newly released economic impact study by The Perryman Group credits oil and natural gas exploration for adding \$11.8 billion in gross product per year and more than 107,650 permanent jobs to the North Texas region. Oil and gas production, driven by the Barnett Shale, has provided a number of economic benefits from exploration, drilling and related activity. Covering approximately 5,000 square miles and 25 counties the annual tax impact is about \$480.6 million to municipalities, counties and other governmental entities, as well as \$644.7 million to the state of Texas. The Barnett Shale has yielded over 15 trillion cubic feet of natural gas with about 18,000 wells in the shale since 2001. That's 66 percent more than the 9 trillion cubic feet in 2011 and despite only 19 rigs operating in the Barnett as of September 1, 2014. The study credited almost 40 percent of the region's incremental growth since 2001 as a direct result of Barnett Shale activity. Emerging economic sectors include financial services, semiconductor manufacturing, communications equipment manufacturing, corporate offices, and distribution. The City has recently added facilities from Blue Cross Blue Shield of Texas, CUNA Mutual Group and Daimler Financial.

The City's industry clusters remain diverse with trade, transportation, and utilities making up the largest percentage of the Fort Worth-Arlington Metropolitan Division (MD) industry composition at 23%. Since 2010 trade, transportation, and utilities companies have grown considerably adding over 18,900 jobs to the area. Education and health services, manufacturing, retail trade, professional and business services, and leisure and hospitality are also large sectors, comprising 20.4%, 11.7%, 10.9%, 10.4%, and 9% of the Fort Worth's workforce respectively.

There are over 37,500 registered business firms in the Fort Worth-Arlington MD. About 50% of these businesses are small to mid-size firms that employ anywhere from one to 249 individuals, which highlights the continued importance of small business development. Large business firms with over 1,000 employees make the other half of the area's workforce.

**LABOR FORCE:** The Fort Worth-Arlington MD boasts a strong labor force of over one million that continues to grow. Although the recession has slowed much growth across the United States, the Fort Worth-Arlington MD has experienced positive annual employment growth since summer 2010. The unemployment rate of 5.4% is still less than the 5.6% state unemployment rate and the 6.5% national unemployment rate through July 2014.



## A-17

The chart below shows annual labor force data for the City of Fort Worth, the Dallas-Fort Worth Metropolitan Statistical Area and Tarrant County.

	Average Annual 2013	Average Annual 2012	Average Annual 2011	Average Annual 2010	Average Annual 2009	Average Annual 2008	Average Annual 2007	Average Annual 2006	Average Annual 2005	Average Annual 2004(1)
<b>City of Fort Worth</b>										
Civilian Labor Force	362,329*	351,044*	350,384	337,366	329,318	320,814	311,466	308,087	297,953	292,922
Unemployed	22,826*	23,870*	28,043	28,538	25,947	16,534	14,058	15,476	16,102	21,263
Percent of Unemployed	6.30%	6.80%	8.00%	8.50%	7.90%	5.20%	4.50%	5.00%	5.40%	7.30%
<b>Dallas/Fort Worth</b>	<b>Arlington MSA</b>									
Civilian Labor Force	3,398,700	3,342,154	3,286,653	3,211,927	3,162,378	3,137,419	3,099,054	3,072,426	3,020,251	2,975,490
Unemployed	210,839	225,764	256,529	265,976	248,128	156,352	132,946	147,519	157,159	173,623
Percent of Unemployed	6.20%	6.80%	7.80%	8.30%	7.80%	5.00%	4.30%	4.80%	5.20%	5.80%
<b>Tarrant County</b>										
Civilian Labor Force	970,565	956,445	934,168	908,651	898,086	884,611	873,142	863,479	849,320	835,485
Unemployed	59,502	63,486	73,065	75,124	69,482	43,295	37,270	41,094	43,609	46,646
Percent of Unemployed	6.10%	6.60%	7.80%	8.30%	7.70%	4.90%	4.30%	4.80%	5.10%	5.60%
<small>(1) The Texas Workforce Commission's methodology changed in January 2005. Average Annual information has been restated for prior year Metropolitan Statistical Area (MSA) and County information, but has not been restated for the Cities. As a result prior years for the City may not be accurate. Source: Texas Workforce Commission and the Bureau of Labor Statistics, 2014. *Data extrapolated from the federal Bureau of Labor Statistics MSA Information, 2014.</small>										

**TOURISM:** Tourism is an important contributor to the local economy. More than 6.5 million people visit each year for business and leisure, generating a \$1.6 billion economic impact, according to the Fort Worth Convention & Visitors Bureau (CVB). This activity supports more than 13,000 jobs in the local hospitality industry. Tax revenue generated by visitor spending contributes to city projects, saving the average household \$840 per year. The city has seen significant growth in the number of visitors from within the region and from other nations through DFW International Airport. Attendance at conventions has increased more than 120 percent in the past five years. In addition to conventions, visitors are drawn here by authentic experiences, western heritage and quality of life and culture. The City's walkable districts drawing high interest include downtown, the Cultural District and the Stockyards National Historic District. The Stockyards features the Fort Worth Herd, the world's only twice-daily cattle drive owned and operated by the Fort Worth Convention and Visitors Bureau.

Sundance Square and Downtown Fort Worth, Inc. (DFWI) is a nonprofit organization dedicated to the promotion and redevelopment of downtown Fort Worth. Coordinated efforts by DFWI have resulted in new entertainment, housing, and retail facilities throughout downtown Fort Worth. The City joined this partnership in 1995 with the creation of the Downtown Tax Increment Financing District in order to provide public infrastructure to support the private investment within this development.

The Alliance Texas development in far north Fort Worth continued its growth by adding more than 2,400 jobs over the past 12 months, one of its largest increases since the recession. Employment at the 18,000-acre development, which includes the huge logistics park, subdivisions, shopping centers and the Circle T Ranch, topped 37,000 in 2014.

**CITY DEVELOPMENTS:** Genco ATC continues to grow in Fort Worth and recently acquired a fourth facility at Alliance Texas business park to continue its modernization and expansion plans. The company will complete its expansion plans by December 2016.

American Airlines is building an Integrated Operations Center adjacent to the Southern Reservations Office at 4700 American Blvd. The construction of the two-story Integrated Operations Center will conclude by December 31, 2015 adding 1,300 new jobs to Fort Worth.

October 1<sup>st</sup>, 2013, KXAS/NBC-5 opened the doors of their new state-of-the-art production facility in Centreport Business Park. The building brings Dallas and Fort Worth multimedia news operations together under one roof, including KXAS-TV, NBCUniversal, and Telemundo. The station made its inaugural transmission on September 28, 1948 as the first television station in Texas. At the time, the station was owned by Amon G. Carter, publisher of the Star-Telegram. To honor the station's legacy in Fort Worth, the new address is 4805 Amon Carter Boulevard: "48" to honor the first broadcast, "05" to recognize NBC-5, and Amon Carter Boulevard in appreciation of Mr. Carter's many contributions to the station and Fort Worth.

Bell Helicopter Textron is expanding and consolidating the main headquarters operations and associated facilities including the central distribution center in the vicinity of Highway 10 and Trinity Blvd. Phase I of this expansion has been completed adding a new cafeteria building, new machinery and equipment and renovating the outside of the main headquarters facility.

Sundance Square Management, LP has undertaken a development that consists of the construction of three new mixed-used buildings, the reconditioning of two historic buildings and the construction of a central plaza in the Sundance Square area of downtown Fort Worth. The Central Plaza held its grand opening on November 1, 2013.

PennyMac Financial Services of California announced an expansion of its new Fort Worth office that could increase employment to 600 full-time employees by the end of 2015. The company opened a 38,000-square-foot office in the CentrePort business park south of Dallas/Fort Worth Airport in May 2013 and has approximately 75 employees at the site. PennyMac plans to invest \$3 million in a new facility at 14800 Trinity Blvd. by December 2014. The company has also raised the possibility that it could grow to as many as 3,000 jobs through growth in its retail operations and potential acquisitions over the next five years.

The Baylor Health Care System broke ground on a three-story surgical center near Baylor All Saints Medical Center to replace a smaller unit nearby. Baylor Surgical Hospital at Fort Worth, 1800 Park Place Ave., will have 30 inpatient beds as well as a three-bed emergency department intended for minor emergencies and a four-bed intensive-care unit. The 82,000-square-foot facility is expected to be completed in September 2014.

Construction started on Trammell Crow 35/Eagle, a 1.6 million square-foot speculative industrial project in northeast Fort Worth. The project, which sits on 314 acres, is being developed by Trammell Crow Co. and Prudential Real Estate Investors. Completion is expected in late 2014 and full build-out of the park will include more than 4.2 million square feet of office, retail and industrial space. Located at the northwest corner of I-35W and Eagle Parkway, the development includes two speculative industrial buildings: Building B, comprising 1,041,879 square feet, and Building D, comprising 548,495 square feet.

Houston-based Victory Packaging plans to consolidate two Dallas locations into a new, more efficient facility near CentrePort in far east Fort Worth. The family-owned company, which specializes in distributing boxes, paper and cushion packaging and shipping supplies, will spend about \$12.5 million to build the 330,000 square foot facility by June 30, 2015.

Clearfork Development Company, LLC is constructing a mixed-use development consisting of residential units, office space, retail space, and a hotel on the property south of Chisholm Trail Parkway near the southwest intersection of West Vickery Blvd and South Hulen Street.

Fort Worth-based Trademark Property Co. is in development of the \$185 million Waterside project planned for the Lockheed Martin Recreation Association property off Bryant Irvin Road in west Fort Worth. Trademark will invest a minimum of \$90 million in the first phase, with development of at least 465,000 square feet of mixed-use commercial/residential space. Phase two must have an additional \$35 million investment and a minimum 165,000 square feet of commercial or residential space, and Phase Three will consist of another \$60 million investment and at least 200,000 square feet of space.

The Dannon Company plans to expand its Fort Worth manufacturing facility to include a new product line and consolidate product lines from other manufacturing sites to Fort Worth. The expansion will occur in two phases and conclude by January 2017.

MillerCoors LLC owns the one million square foot brewery at 7001 South Freeway which it plans to expand by adding new machinery and equipment related to a new package release automation system, a new grain handling system, and potentially a new state-of-the-art 12 oz bottle line. The proposed expansion will conclude in December 2014.

Victory Packaging, a leading provider of packaging solutions in North America, has entered into an agreement to construct a new production facility of approximately 325,000 square-feet located at 15101 Grand River Road.

Fort Worth Heritage Development, LLC will construct a mixed-use redevelopment and new development project located in the historic Fort Worth Stockyards. The project will comprise approximately one million square feet of space consisting of a hotel, retail, restaurants, office and residential apartment units among other uses. The development will be constructed in three phases completing by December 2024.

**MISCELLANEOUS:** Water, sewer and solid waste services are furnished by the City of Fort Worth and natural gas service is provided by Atmos Energy. Electricity, telephone and other service utilities are provided by various providers.

The Fort Worth Public Library system consists of a Central Library, 13 branch libraries and two satellite libraries that are located in public housing developments. Additionally, the City has inter-local agreements with six of the surrounding suburban communities to share library resources and services. The Central Library, open 52 hours and seven days a week, is the flagship of the system. Branches operate 40 hours each week including Saturdays.

In December 2011, the City Council adopted the **20/20 Vision Master Plan** for the Library which charts future facility and service needs. Service priorities for FY2015 are educational support in the form of early literacy/ youth / teen services, workforce development, genealogy and local history and technological enhancements. The Library's 5 Year Vision is recognized as the best place for materials to support pleasure/recreation, learning and information and to showcase the diversity and history of Fort Worth through materials, classes, programs and exhibits. The library system circulates more than 4 million library materials annually; provides computers at all facilities with informational databases and the Internet; answers questions; supports a website with downloadable audios, videos, e-books, and other online services; offers educational, cultural, and early literacy programming; and serves as a gathering place and destination for the local neighborhoods.

More than 400 churches with 45 denominations and synagogues in Fort Worth contribute vitally to the lives of city residents. The city is also world-famous for its many museums. The Fort Worth Convention Center offers exhibit and meeting space of over 185,000 square feet, including a 14,000 seat arena. Will Rogers Memorial Center is located in the heart of Fort Worth's Cultural District and includes Will Rogers Coliseum Auditorium, the new Multi-Purpose Equestrian Center and Amon G. Carter Jr. Exhibits Building.

The Nancy Lee and Perry R. Bass Performance Hall, now recognized as one of the best performance halls in the world, is a state-of-the-art \$70 million performing arts hall funded entirely from private donations.

## CITY OF FORT WORTH BUILDING PERMITS

Fiscal Year Ended 9/30	Number of Building Permits by Type				
	New *	New	Additions	Remodels	TOTAL
	Residential	Commercial			PERMITS
FY2003	7,369	615	1,270	2,459	11,713
FY2004	10,120	712	1,142	2,972	14,946
FY2005	9,283	786	753	2,857	13,679
FY2006	11,148	672	897	3,156	15,873
FY2007	6,862	866	802	3,430	11,960
FY2008	5,351	1,076	1,030	4,351	11,808
FY2009	3,756	597	981	4,346	9,680
FY2010	3,891	669	819	4,595	9,974
FY2011	3,433	721	949	4,707	9,810
FY2012	3,861	779	788	4,575	10,003
FY2013	4,540	835	676	4,525	10,576
FY2014	4,828	1,031	646	4,330	10,835

Source: Planning and Development Department, City of Fort Worth, 2014.

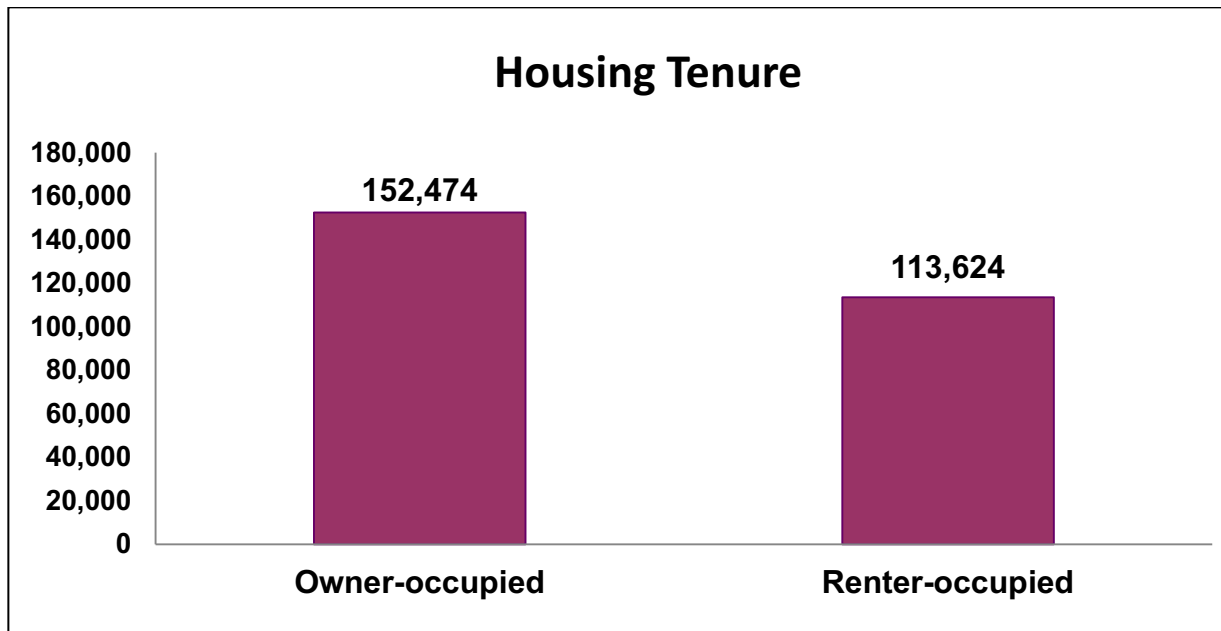
\*Includes multi-family, pools and other improvements.

## CITY OF FORT WORTH BUILDING PERMITS (CONTINUED)

Fiscal Year Ended 9/30	Dollar Value of Building Permits				
	New	New	Additions	Remodels	TOTAL
	Residential	Commercial			VALUE
FY2003	\$779,168,894	\$607,352,716	\$99,808,646	\$124,896,111	\$1,611,316,367
FY2004	\$928,075,900	\$440,642,153	\$85,169,764	\$238,176,443	\$1,692,064,259
FY2005	\$1,075,285,010	\$493,645,116	\$62,541,119	\$166,658,838	\$1,798,130,083
FY2006	\$1,437,198,834	\$650,999,578	\$30,557,422	\$155,053,608	\$2,273,829,441
FY2007	\$968,052,419	\$1,016,567,625	\$54,856,877	\$176,590,429	\$2,216,067,350
FY2008	\$654,418,116	\$1,115,953,916	\$82,493,604	\$333,482,697	\$2,186,348,332
FY2009	\$415,957,553	\$530,521,519	\$177,397,373	\$363,419,136	\$1,487,295,581
FY2010	\$449,663,304	\$740,594,972	\$95,498,713	\$392,421,899	\$1,678,178,888
FY2011	\$395,395,022	\$573,784,677	\$144,681,007	\$238,577,958	\$1,352,438,664
FY2012	\$432,754,592	\$629,082,573	\$65,067,950	\$328,012,060	\$1,454,917,176
FY2013	\$557,615,578	\$1,218,617,199	\$57,346,267	\$406,518,978	\$2,240,098,026
FY2014	\$ 584,324,940	\$1,137,494,082	\$ 68,260,165	\$353,410,831	\$2,143,490,012

Source: Planning and Development Department, City of Fort Worth, FY2014.

According to Housing Occupancy data from the American Community Survey, the number of total housing units in Fort Worth in 2013 was estimated at 295,157 of which 90.2 percent were occupied and the remaining 9.8% vacant. In terms of housing tenure, the survey estimated that out of the 266,098 occupied housing units, 57.3 percent were owner-occupied and 42.7 percent were renter-occupied.



Source: U.S. Census Bureau, 2013 American Community Survey, 3-Year Estimates, Calendar Year.

#### **CITY OF FORT WORTH EXTRATERRITORIAL JURISDICTION AND ANNEXATION POLICY**

Under the provisions of State law, incorporated cities in Texas have the power to exercise certain controls in unincorporated areas adjacent to their city limits. For a city the size of Fort Worth, these adjacent areas extend a distance of five (5) miles from its city limits. This adjacent unincorporated area within five miles is known as the extraterritorial jurisdictional area ("ETJ").

#### **PERSONAL INCOME AND BUYING POWER**

Entity	Total Effective Buying Income	Median Household
Fort Worth	\$11,433,323,713	\$51,168
Tarrant County	\$32,202,859,214	\$56,412

Source: U.S. Census Bureau, 2011 and 2013 American Community Survey, 3-Year Estimates.

#### **HOUSEHOLD INCOME**

	Fort Worth	Tarrant County
Less than \$15,000 to \$34,999	35.4%	31.2%
\$35,000 - \$49,999	13.4%	13.3%
\$50,000 and over	51.2%	55.6%

Source: U.S. Census Bureau, 2013 American Community Survey, 3-Year Estimates.

**THE MUNICIPAL AIRPORT SYSTEM:** Fort Worth has a long-standing commitment to aviation. From the landing of the first airplane in Fort Worth in 1915 to today, Fort Worth has understood and served the needs of the aviation industry. The City is home to Lockheed, American Airlines, Bell Helicopter-Textron, Naval Air Station Joint Reserve Base Fort Worth and hundreds of other aviation related businesses. Dallas/Fort Worth International Airport, owned jointly by the two cities and operated by the Dallas/Fort Worth International Airport Board, stands as a symbol of excellence to which the City is committed.

An integral part of this dedication is exhibited by the City of Fort Worth's Aviation Department which consists of three municipal airports. These airports and their individual characteristics are as follows:

Fort Worth Meacham International Airport

Operated since 1925

- 7,500 ft. runway, 3,677 ft. crosswind runway, 4,000 ft. parallel runway
- FAA flight control tower, with Instrument Landing System ("ILS")
- 24-hour aviation fuel services
- Major/minor maintenance
- Hangar rental space for large and small aircraft
- Located in North Fort Worth
- Award winning Fixed Based Operators

Spinks Airport

Opened in summer of 1988

- 6,000 ft. runway, 4,000 ft. runway
- FAA flight control tower, with ILS
- Fixed Based Operator
- Serving general and corporate aviation
- Flight training
- Site for hangars available
- Located in Interstate 35 South Industrial Corridor

Alliance Airport

Opened in winter of 1989

- 9,600 ft. runway, with ILS, 8,200 ft. runway
- FAA flight control tower, with ILS
- Fixed Based Operator
- 24-hour aviation fuel services
- Serving general and industrial/manufacturing cargo aviation
- Nine square miles of airport property available for development
- Near developing high-tech industrial center
- Located in Interstate 35 North Corridor, with rail access

**EMPLOYEE RELATIONS:** Under the laws of the State of Texas, municipal employees cannot strike, be forced to join a union, pay dues for union membership, or collectively bargain for wages, hours or working conditions; however, they may form associations for the presentation of grievances. State law, however, provides for local referenda on collective bargaining for police and firefighters. Pursuant to prior elections, police officers have the right to meet and confer and firefighters have the right to collectively bargain with the City, each group through their own recognized associations under the State's laws. Overall, employee relations are considered by the City to be good.